



*“Leadership is the art of getting someone else to do something you want done - because they want to do it.”*

*Dwight D. Eisenhower*

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Successful leaders are individuals with high levels of personal power.

Understanding the difference between personal power and granted authority is a significant distinction. Many have the tendency to use the words authority and power interchangeably; however, these terms refer to two very different aspects of leadership.

Power is the capacity or ability to *influence* the behavior of others. Everyone possesses the potential to be powerful. Power is a personal talent that you can develop and use to achieve worthwhile goals. It does not depend upon title, rank, position or authority. It is simply the ability to motivate others to take specific actions – because *they* want to.

Authority is the right granted from a person or an organization to another to represent, or to act, in a specified way. For example, the CEO of a company is given the authority by the board of directors to run the company. In turn, the CEO places managers in positions of authority over the various divisions and departments of the organization.

Authority is granted, but always has defined limits. *Power is earned* – and can be limitless. Authority is derived from the position. Power is derived from an individual's personal influence, which increases leadership effectiveness. Two people in exactly equal positions of authority can, and almost certainly will, have very different amounts of personal power. A person can possess a great deal of power and no authority. Conversely, a person can have authority, but absolutely no power.

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*“The key to successful leadership today is influence, not authority.”*

*Kenneth Blanchard*

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Effective leaders recognize that authority is a valuable and necessary management tool when used judiciously, but they invoke their authority extremely sparingly. They instead use the power they have *earned* to create a climate of trust, cooperation, and accomplishment in which people are positively motivated to pursue their own goals and the goals of the organization.

The amount of responsibility you take is directly linked to the amount of power and influence you possess. Take more responsibility.

Be yourself, be intentional about shaping your life according to your values and priorities. Trust yourself. Believe in yourself. Be honest with yourself. When you do, others will trust, believe and be honest with you – and this is the foundation that enhances personal power.

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*“Diplomacy is the ability to let someone else have your way.”*

*Unknown*

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*Roxanne Kaufman  
Principal/Coach*

*ProLaureate*

[www.prolaureate.com](http://www.prolaureate.com)

[rkaufman@prolaureate.com](mailto:rkaufman@prolaureate.com)

440-871-8148 Office  
216-544-7428 Mobile



*“Management is doing things right; leadership is doing the right things.”*

Peter F. Drucker

Effective and strong Leadership is vital to the success of every organization. Good, strong *management* is one of the vital elements of great leadership.

If management is separated from leadership development, a perilous path begins to unfold – a path that leads to a failure to execute. And a failure to execute creates obstacles to achieving goals – personally and organizationally. Effective management is an inherent part of great Leadership.

According to traditional management theory, managers are supposed to plan, organize, coordinate, and control. The truth is, pressures of reacting to urgent matters supplant most planning and reflection. Managers respond to the urgencies of each day, take on too much work, operate with continual interruptions, and make instant decisions. There is no time to step back and consider bigger issues and the bigger picture.

Management skills, as they are taught in business schools today, bear little resemblance to what goes on in the trenches. Fads and gurus come and go. Managers still strive to get work done through others. The way they do this, however, has been changing.

As organizations and businesses become more technologically adept, more global and more consumer oriented, managers as leaders – and leaders as managers - must have high levels of interpersonal and communication skills, emotional intelligence and strong collaborative abilities.

*“The art of choosing men is not nearly so difficult as the art of enabling those one has chosen to attain their full worth.”*

Napoleon Bonaparte

### *The Collaborative Mind-Set*

A collaborative mind-set means getting away from the heroic style of managing and moving into a more *engaging style*. It provides a way for people to manage themselves.

Engaging managers listen more than they talk; they get out of their offices to see and feel more than they remain in them to sit and figure. They foster collaboration among others. They do less controlling, allowing other people to be in greater control of their own work.

Great managers and leaders don't *make* things get done. Rather, they help establish the structures, conditions, and attitudes by which things get done. This requires active collaboration. To be collaborative means to be inside, be involved, and to distribute management beyond managers, so that responsibility flows to whomever can take initiative and pull things together. This style of managing is really about creating self-managing teams and people – Leaders.

Developing people to embrace positive, possibility attitudes; develop good, solid management skills; and enhance and grow their interpersonal and leadership abilities creates a powerful, results generating force within any organization. Great leaders understand the importance of great management...

#### **\*They Manage with...**

*Planning & Budgeting*  
Detailed steps, timetables & allocation of resources to achieve results

*Organizing & Staffing*  
Structure for accomplishing & measuring goals; empowering staff with responsibility, authority & accountability.

*Problem Solving*  
Monitor results, identify deviations, organize people & processes.

*Effective management produces...*  
Predictability and order. Results thru planning, specific timetables and financial projections.

#### **\*They Lead with...**

*Vision & Direction*  
A vision of the future and strategies to achieve that future.

*Aligning People*  
Communicating the vision clearly and often – in words and deeds. Creating teams with a collaborative spirit.

*Motivating & Inspiring*  
Energize people and help them recognize & overcome obstacles to success.

*Effective leadership produces...*  
Change. Results. Vision. Strategy. Re-alignment. The logic for the how the vision will be achieved.

*\*From "Leading Change", John P. Kotter, Harvard Business School Press*